

DANCE MAMA

DANCE  MAMA



Director

Terms of Reference

And

Code of Conduct

DANCE MAMA

Director Terms of Reference and Code of Conduct

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Context

These Terms of Reference set out the working arrangements of Dance Mama's Board of Directors and include information regarding the purpose, scope, responsibilities and code of conduct of members, frequency and timings of meetings, and progress reporting.

Purpose

Dance Mama™ CIC advocates and celebrates professional dancing parents, highlighting the issues that they face and providing inspiration, information and support.

We are a UK-based 'unique and vital resource,' for a growing community beyond dance professionals. We raise awareness through vibrant content and resources, and pioneer research, professional development and learning activity for parents who dance.

Hailed a 'life-line' by participants, our flagship membership programme supports parents in dance through hybrid professional development opportunities. It includes access to over 50 hours of specialist webinars and workshops with world-class experts from across dance, science, sport and medicine including our award-winning *Dance Mama Live* series (supported by Arts Council England), produced with 10 national dance organisations.

Our commitment to research and support for parents in dance across the globe is demonstrated by our own Research Advisory Group, Combined with Dance Mama co-founding the International Parenting and Dance Network (AHRC) with Texas Tech University (USA) and Queen's University Belfast (N. Ireland) in 2021.

At the heart of our work is learning from sharing experiences of parents in dance. This core value is born out of Dance Mama's beginnings as a modest platform for stories uncovered whilst researching for an article. Founder, Lucy McCrudden, wrote on becoming a mum and being dissatisfied with the lack of industry resources for parents back in 2014. The site now holds 80+ interviews with 26 as podcast episodes and has attracted McCrudden award wins and nominations for her contribution to advocating for parents in dance. Lucy shared the helix of her own story and Dance Mama's development as a TEDx talk. Dance Mama is driven by this purpose-fuelled foundation to improve the lives of parents who dance for generations to come.

We help parents in dance move their worlds.

dancemama.org





VISION

DANCE MAMA IS THE PRIMARY SPACE FOR PARENTS IN DANCE TO BE INSPIRED AND SUPPORTED IN DEVELOPING ENDURING CAREERS; GROWING A COMMUNITY BEYOND THE INDUSTRY WHO ARE INFORMED WITH THE LATEST THINKING AND RESEARCH ON PURSUING PHYSICAL ACTIVITY IN PARENTHOOD.

PURPOSE

TO SUPPORT, DEVELOP AND EMPOWER PARENTS IN DANCE, PARTICULARLY MOTHERS, INCREASING THEIR VALUED PRESENCE IN THE DANCE SECTOR THROUGH MUCH-NEEDED, BESPOKE SUPPORT; SHARING EXPERIENCE, PIONEERING RESEARCH-BASED ACTIVITY AND CREATING COMMUNITY.

TO SHARE THE GIFTS AND KNOWLEDGE WE GAIN THROUGH THIS PROFESSIONAL SECTOR ENDEAVOUR TO IMPROVE THE LIVES OF PARENTS IN THE GENERAL PUBLIC

VALUES

INSPIRATION INNOVATION ACCESSIBILITY
SUPPORT AUTHENTICITY JOY

The Board of Directors is responsible for governance, strategic oversight and ambassadorship on behalf of Dance Mama CIC, a non-profit organisation. They support Dance Mama and its mission by giving guidance and insight into relevant advancements in their field, and advice and access to professional expertise and networks.

Directors will also be expected to provide assurance and challenge around the development of Dance Mama and its offer and to help identify additional sources of expertise to support its work and aims.

Frequency and Timing

- Four formal Board meetings and one AGM to be held per year, primarily online usually via Zoom or in person at a mutually agreed location (up to 2 hours per meeting).
- The Dance Mama team will notify the Directors of the upcoming meeting at least two weeks in advance of the date on which it is scheduled.
- A minimum number of 2 Directors is required for any ordinary or extraordinary meeting to take place.
- If the Chair is not able to attend a meeting, another Director may be nominated to lead the meeting in their absence.
- Extraordinary meetings may be convened at request of a Director in agreement with the Chair.



- Directors will make time to review the Board pack sent one week in advance of each Board meeting .
- Directors may be called to up to four additional meetings per year of trustees and staff members to develop strategy, ideas etc.
- Directors may be called to give ad-hoc engagement and support to the Director-CEO, other staff and board members.
- Directors may be called to engage with Dance Mama’s Staff and programmes as relevant.
- Directors will be expected to attend Dance Mama’s fundraising events and ad hoc fundraising meetings as relevant.

Accountabilities

Directors take overall stewardship and responsibility for the well-being of Dance Mama CIC, providing strategic direction and ensuring that the organisation operates effectively to deliver its vision and mission.

Directors act to uphold the core ethos and values of the organisation, fulfilling a duty of care in accordance with its governing documents, legal and regulatory requirements.

This is a voluntary role and all Directors need to be based in the UK.

Responsibilities

Governance

- Contributing actively to providing strategic direction to Dance Mama CIC; agreeing overall policy, setting targets, and evaluating performance against agreed targets and in line with Dance Mama CIC’s mission and values
- Ensuring that Dance Mama CIC complies with its Articles of Association, company law and any other relevant legislation or regulations
- Ensuring Dance Mama CIC applies its resources responsibly and exclusively in pursuance of its mission and its objects to serve its specific community as defined in its Articles of Association
- Ensuring that Dance Mama CIC is accountable to its founders, funders and other stakeholders and that the Dance Mama CIC team and volunteers are responsible to the Board of Directors
- Acting in the best interest of the company, its beneficiaries and future beneficiaries at all times, in accordance with its community benefit
- Applying skills and experience to question and challenge in good faith, contribute to Board of Directors discussions and to taking balanced and informed Board decisions
- Maintaining confidentiality about sensitive or confidential information received in the course of fulfilling your role as Director
- Declaring and managing with the Board any conflict between personal or



- professional interests and those of the company.
- Respond to requests and communication in a timely manner.
- Give a written apology if unable to attend a meeting as far in advance as possible.

Finance

- Safeguarding the assets, staff and beneficiaries of the company by ensuring risks are managed and mitigated, as appropriate.
- Ensuring the financial stability of Dance Mama CIC including ensuring appropriate controls and procedures are implemented and followed
- As Dance Mama is a CIC limited by guarantee, each Director carries a limited liability of £1.

Delegation and Recruitment of Director Roles

- Directors will be recruited and appointed by the Board of Directors in a voluntary capacity.
- As a CIC, Dance Mama's Directors have the capacity to be remunerated for this role, but at present this is not possible financially. However, they are able to receive remuneration for specific pieces of work agreed by the Board of Directors.
- Directors will be registered to Companies House and their position will be publicly available on their site as well as Dance Mama's.
- Dance Mama Directors are appointed to serve for a term of 3 years and are able to stand for re-election for a further 2 terms (maximum service 9 years) with the exception of the Director-CEO who has an open-ended position on the board.
- The Board of Directors will work together to delegate specific responsibilities for each Director (using a table of delegation) including:
 - Voting one of the Directors to be a Chair of the Board.
 - Taking part in a skills audit to enable appropriate distribution of roles across the business
 - Appointing and monitoring the performance of the Director-CEO
- *As Dance Mama becomes more established we will work towards prospective Directors starting as Board Observers with Dance Mama, enabling them and the Board to assess viability. Being a Board Observer comes with most of the similar responsibilities and commitments as a full Directorship but excludes voting rights. We would expect Prospective Directors to be Board Observers with Dance Mama for 3 – 6 months (1 – 2 board meetings and engagement opportunities) before being asked to become a full Director where this is mutually desirable.*



Advocacy

- Safeguarding and promoting the reputation and values of Dance Mama CIC, including acting as Ambassadors.
- Being collectively responsible for the actions of the company and other Directors in regard to their relationship with Dance Mama.

In addition you may be asked to:

- Participate in activities with the Dance Mama team and the Board to help Directors get to know the organisation.
- Expand the network, resources, and funds available to Dance Mama by making introductions and connecting the company to relevant contacts in a Directors network
- Meet with Dance Mama's prospective and current donors/ funders, where appropriate, as part of our donor experience and stewardship strategy
- Act as a signatory to Dance Mama documentation, fundraising proposals and/or the regulatory statements for the CIC Regulator and Companies House
- Keep informed about Dance Mama's activities and wider issues that affect our work
- Participate in other tasks as arise from time to time, such as recruiting Dance Mama team members and representing Dance Mama at functions and meetings as appropriate
- Participate in or lead on a particular project, if relevant to their interests, experience and professional network. For particular pieces of work Directors can be remunerated as agreed by the Board of Directors.

Minutes

The Chair, Director-CEO and a supporting member of the Dance Mama team will be responsible for ensuring that the final agenda is put together and distributed with any accompanying papers at least one working week in advance of each meeting. Minutes will be taken at each meeting and will be signed off and distributed to all attendees within 1-2 weeks of each meeting.

Code of Conduct

We expect Directors to be committed to inclusive leadership, and to working collaboratively with a dynamic Director-CEO, team and trustees to develop an ambitious organisation.

- Commitment to Dance Mama's vision, mission and values.
- Interest in the positive development of dance and parenting, the arts, other physically-based careers (such as sport), dance science, maternity (services and healthcare), inclusive economy, impact investment, proactive approaches to diversity and inclusion and inclusive leadership.
- Willingness, ability, energy, commitment and drive to help Dance Mama develop its ambitious plans for growth.
- Excellent communication skills with a willingness to speak your mind.
- Strategic vision.



- Sound, independent judgement.
- Ability to think creatively.
- An ability to work effectively as a member of a team and to take decisions for the good of Dance Mama, its team and its beneficiaries.
- You are aligned with Nolan’s seven principles of public life:
 - Selflessness
 - Integrity
 - Objectivity
 - Accountability
 - Transparency
 - Honesty
 - Leadership
- Prepared and in agreement to deliver you duties under Brown’s BRAVING anatomy of trust:
 - B – clear, respectful boundaries
 - R – reliability
 - A – accountability
 - V – vault (holding confidence)
 - I – integrity
 - N – non-judgement
 - G – generous in assumption

Dance Mama Contacts

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Cover Image - Dance Mama Live at Sadler's Wells 2023

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